



7 SEP 1979

MEMORANDUM FOR: Executive Committee Members

FROM : [redacted]
Secretary, Executive CommitteeSUBJECT : Minutes of Executive Committee Meeting,
17 August 1979

1. Mr. Carlucci chaired the meeting, which was held primarily to consider the proposed terms of reference for an Agency information handling planning study. (Alternate representatives present included Messrs. May, Stein, Zellmer, and [redacted] O/EEO was not represented.)

2. Mr. May traced the developments leading to the creation of the information handling task force and its charge to conduct a one-year study to develop a comprehensive information handling strategy for the Agency. [redacted], one of the task force members, then outlined the proposed problem statement and terms of reference for the study. He saw the main problem as the need for a reconciliation of the demand versus the supply of information services, a strategy for investment, and appropriate institutions to execute the strategy. Expanding on the general perception of the problem, he noted that senior managers are seen as making major system decisions, often without the needed funds, with insufficient background in this rapidly changing technical area. Related projects are considered in isolation, precluding optimization of Agency resources. In response to questions and comments, [redacted] assured members that the problem statement was not intended to imply a predetermined conclusion that information handling should be centralized. Mr. May noted, however, that the study itself represented a centralized approach to information handling.

3. [redacted] said that the task force would develop a 10-year strategic plan (whose lifespan will probably be much shorter than 10 years but longer than the current budget cycle) with a dual focus on the use and provision of information handling services. The 12-month study, which will involve minimal outside contract support, will include seven tasks:

- with each Agency component that provides information services, develop a coherent and consistent representation of its services and plans;
- analyze the above plans to identify required coordination;

- develop with each component a representation of its plans for the use of information services;
- analyze and aggregate the projections for the use of information services and the identification of issues related to the use of these services;
- correlate the planning for the provision and use of information services;
- analyze the resulting matrix to develop various applicable planning strategies for Executive Committee consideration; and
- based on guidance received from the Executive Committee, finalize the strategic plan to be submitted for Committee review and approval.

STAT 4. Mr. Carlucci noted that the task force could get drawn into making detailed operational decisions. Acknowledging that possible pitfall, [] said that the group was striving to confine its efforts to devising a high level plan, not making detailed operational decisions. When appropriate, the task force would put two Agency components in touch with one another but would not take part in any subsequent decisionmaking. It would not be involved in validating component information handling needs, only in surveying them.

STAT 5. Highlighting the characteristics of a good "strategic plan," [] noted the importance of establishing goals and objectives. These must be based on a clear appraisal of the current state of information handling in the Agency, which will be difficult to develop. As issues are surfaced during the study, the task force will try to clarify them and bring them to the Committee's attention with recommendations for possible courses of action. The task force will not try to resolve these issues themselves.

6. Issues which the study will include, but not be limited to, are:

- Management--to what degree can central management of information handling contribute to the provision of information services?
- Standards--to what degree can standardization contribute to the efficiency and effectiveness with which information services are provided?
- Structure--to what degree should technology influence Agency organization?
- Compartmentation--to what degree can systems and data bases be shared without jeopardizing security and compartmentation?

Some concern was expressed about technology being used as an excuse to tamper with organizational structure. [] said that his group would remain neutral on that issue.

7. Outlining the milestones for the task force's study [] noted that the time frame was long enough to ensure a worthwhile product but short enough to preclude institutionalizing the task force and risking its becoming an additional part of the problem. Messrs. Carlucci, [] and Hicks suggested that the task force should bring issues and suggestions to the Committee earlier than scheduled. Similarly, Mr. Zellmer recommended that the task force bring candidate goals and objectives to the Committee as they are identified. Mr. May assured the Committee that specific problems and issues will be brought to the Committee when warranted.

8. In response to Mr. Carlucci's question about the modest consulting support suggested, [] explained that the task force did not have sufficient resources to manage extensive contract support. Secondly, the Agency needs to develop the in-house skills required to understand the information handling problem. He noted that the terms of reference of the study were similar to planning efforts recently outlined in an IBM course on strategic planning. In response to comments and questions, [] said that in about four months the task force would have an interim report, including a summary of the issues surfaced up to that point, and a glossary of terms. Mr. Carlucci approved the terms of reference as presented.

9. [] outlined the second agenda topic, revising senior management titles to eliminate the confusion stemming from the proliferation of senior officials referred to as "Deputies." A suggestion was tabled to rename the "Deputy Directors for []" as "Directors of []" and to use "Deputy Directors of []" instead of "Associate Deputy Directors for []" for the number two positions. On the plus side, the proposed changes would eliminate the confusion caused by having two consecutive managerial layers with the same titles (Deputy Director) and would emphasize the managerial roles of the current four Deputies as heads of their components. On the minus side, unless the titles of the Community Deputies were also revised, the changes could be misconstrued as placing the Agency Deputies at a lower level than the Community Deputies. Mr. Carlucci asked those present to consult with their principals and advise the Committee Staff whether or not they favored the suggested revisions. The meeting was adjourned.

cc: A/DDA
D/ODP

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